ENTERPRISE SYSTEM EVALUATION REPORT

FIT5101 – Enterprise Systems

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Executive Summary

Fitter Snacker is an Australian snacker bar manufacturer. Currently the company is operating under 8 separate database systems, which means departments including sales, accounting and warehouse could not instantly access the data from each other.

Therefore, not only much extra data updating workload has been created, but also constant failures may occur to both external and internal business activities. With the idea to upgrade the current legacy systems, Fitter Snacker came to this team for a comprehensive evaluation for a new ERP implementation project, which includes both the evaluation of current systems as well as the recommendation to the suitable ERP vendor and software.

Fitter Snacker's strategic direction on this matter is towards a more automated customer management process and supply chain management, a better presented financial data analytics system with stronger functionality, enhanced and instant data sharing within the organisation, as well as other subsidiary functionalities such as cost management and marketing analytics. Last but not lease the company values the future expandability of the software.

However, the current market ERP choices for Fitter Snacker are various, if not evaluated with caution, more uncontrolled problems could be generated as consequence.

Therefore, an evaluation is required for their ERP implementation project. The process of this evaluation should include the identification of current problems, the analysis of vendor & software selection and eventually matching the addressed problems with the most suitable solution.

Identifying the historical failures, organisational structure as well as the current business process pattern of Fitter Snacker, Microsoft Dynamics 365 is reviewed as the most suitable choice for this business. This software is cloud based and includes multiple selectable components, which could potentially act as the precise match to this companies addressed problems and business strategy. Moreover, since the components can be purchased individually, the overall cost should be most reasonable price. Moreover, in consideration of this company's pursuit on future consistency of their software, SAP and its business network policy is also reviewed as an alternative in this evaluation.

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1. Introduction

This document is an enterprise system evaluation report for Fitter Snacker. In this report, the current situation of Fitter Snacker as well as their current orrrperating systems will be discussed and evaluated. Based on the company's requirement and problems identified in this research, suggestions will be made in terms of implementing a selected ERP system as well as some organisational structure adjustments.

1.1 Purpose of this report

These are specific requirements from the board of Fitter Snackers. In order to address these requirements, the report will be focused on the aspects including the expected benefits of ERP implementation, the pre-implementation organisational structure, the post implementation business processes as well as an alternative from new technology.

In the end, the contents of this report should be able to act as the guideline and reference to the management of Fitter Snacker for their strategic improvement as well as the ERP implementation project

1.2 Scope of the Project

The team is engaged by the board of Fitter Snackers to complete a comprehensive evaluation on their current separate data management systems, and the recommendation of the implementation of an ERP system. There are some functional components that the company has specific expectations from the outcome of this potential ERP implementation project, including:

- A functional cloud-based CRM software
- An automated supply chain management software, focusing on domestic (Australia) supplier management.
- Detailed financial reports generated from the system for the management purpose.
- Detailed profit and cost information gathering capability.
- Sales report generation.
- Instant availability of data.
- Inter-business interaction in the same platform.
- Replace 8 legacy systems.

Specifically, the project scope includes the following components:

- The research of vendor and product information.
- The prediction of expected benefits from ERP implementation.
- The evaluation of current status of operation systems and organisational structure.
- The design of post-implementation business processes.
- The analysis of SAP's business network strategy as an alternative choice.
- An overall conclusion and recommendation of a specific choice of ERP for Fitter Snacker.

1.3 Audiences

- Board of Directors of Fitter Snacker Company, who requested this report.
- Project manager, who will be accountable for conducting the implementation project.

2. Project Background

In recent years, with the unceasing increase of people's living standard, the focus of people's life is no longer to meet the simple material needs, and more emphasis is placed on maintaining a healthy balance of mind and body. Besides, intellectual work has replaced mental work more, people generally lack physical exercise. The rise of fitness not only satisfies people's desire to relieve pressure and relieve emotions in the fierce social competition, but also maintains physical and mental health. In order to balance healthy eating with appetite and portability, snack bars have come out for convivence, which has brought a great business opportunity in recent years. Fitter Snacker is one of the manufacturing companies that makes it to its feature product.

Despite the company has developed a systematic way of operating and a stable staffing structure, many loopholes still appear in the management system that has been followed since the whole time. The traditional system of manual data entry, management and follow-up by employees of various departments has some defects, such as uncontrollable information accuracy, low fault tolerance of operation, information asymmetry, and data delay caused by information update failure, etc. In order to improve data integrity, reduce error rate and accomplish the goal of improving sales efficiency, the company decided to introduce a project to employ a new system which ERP model to automatically enter and store data online.

The project revolves around departments located in Australia, with the head office in Melbourne CBD, and the manufacturing and sale departments that is found in Geelong. The company determines to set up a special team for the project, which comprises several top-level managers, middle managers and experts who will oversee the function of the system. Before formally execute the project, the team has set up business drivers that are desired while functioning of the system. On the basis of the ERP system, they want to use the cloud computing environment to remotely store the data of orders, and plan to realize data integration and follow-up automation. By this time, most big data solutions have been used in cloud computing to provide solutions for enterprises.

3. Vendor and Software selection

3.1 Vendor Selection Table

	Dynamics 365	Infor CludSite Industrial	IFS ERP Solution	Oracle ERP Cloud
	3.1.1 Specifications			
Vendor	Microsoft	Infor Inc.	IFS	Oracle
Price	**Core apps:** **Customer insights** - from $2,059.50/month **Forms pro** - $137.30 /month **Business central premium -** $137.30 Per user/month *more functions can be added on	**Infor CludSite Industrial (SyteLine) –** $ 25k to 500k/ full system (150USD a month)	$300K – 2M/full system	$25,000 to $100,000 based on customizations
Max No. of Users	No limit	5-1000 users	More than one million users in 2015	No record
Software Requirements	**Supported web browsers** **-**Microsoft Edge -Internet Explorer 11 -Google Chrome -Apple Safari **Network requirements** The app is designed for networks that have a latency of 250–300 milliseconds (ms) or less. Bandwidth requirements for the app depend on the scenario. Most typical scenarios require a bandwidth that is more than 50 kilobytes per second (KBps). **Database collation** The only supported collation for application databases in the cloud is SQL_Latin1_General_CP1_CI_AS.	Database Platform: MS SQL Server, Cloud-Based (Saas) Serer OS: Windows	Cloud-Based (Saas), Oracle, MySQL	Google chrome, internet explorer

	*this is for cloud version			
Hardware Requirements	**VM that is running on-premises** A virtual hard disk (VHD) is made available for download from LCS, so that it can be set up on a local machine. *For cloud deployment	Deployable of Infor CloudSuite Industrial onpremise or in the cloud. To deploy in the cloud, an Internet connection and a subscription to cloud-based Infor CloudSuite Industrial is required.	Compatible w/all Operating System	Memory: 512 MB minimum. Hard Disk : A minimum of 6 GB DASD (hard disk
Cloud or On Premise	Supports Both Cloud and On-Premise Deployment	Built for cloud	• **Software as a Service (SaaS):** Run IFS software in the cloud, The SaaS model is adapted to suit the typical use of each of the IFS products • **IFS Managed Cloud:** Run purchased, perpetually-licensed, single-tenant IFS software in the cloud, the software is run securely on the Microsoft Azure cloud,	Cloud

			private installation that is maintained by IFS.	
Support	Two Support Options: 1. Professional Direct Support: 24x7 2. Unified Support : Next Business Day	Online Support, Phone Support and Video Tutorials	Three Levels of support: 1.Select and Success Lifetime Services 2.Gold and Platinum Support Services 3.Implementation and Upgrade Services	Provides Premier support of One-stop, 24/7 coverage
Maintenance Cost	Depends on whether to subscribe support	All coverage lines related to the order line are costed	Based on the demand, varies by its function	No additional maintenance cost
	3.1.2 Functionality			
Supply Chain Management	-Innovate with intelligent manufacturing operations -Modernise warehouse management -Optimise production performance -Maximise the life of assets -Automate and streamline supply chain	-Helps identify and explain the mismatch in stock -Feature of cycle counting helps perform subset inventory count. -Helps allow shipment and receipt of goods from and to the inventory	- Sales forecasting and demand planning - Inventory planning and replenishment - Warehouse management solution with advanced capabilities. - Multi-site and multi-entity planning	- Commercialization platform that enables the digital thread. - Digitally transform the procurement organisation and streamline processes through advanced technologies - integrated asset-management system
Marketing & Sales	-Data capture and analytics -Customer behaviour analysis -Relationship management -Keep track of contact	- CRM that helps prospects to customers	-Rea-time scheduling optimization	Not available

	-Collaboration of users -Minimising the human input	and placing the order - Helps create quotes and convert these to sales orders -Enables customer to access complete sales order information instantly.	-Sales forecasting and demand planning -Global core data -Strategic planning Time & expense allocation	
Customer service	-Customer subscription management - Customer services creation - AI powered analytics	-Strategic planning and deployment -Education and support	- Voice Self-Service through AI technology - Digital Self-Service through chatbot -Customer Engagement Agent Desktop integrated on-site	- Advanced Inbound Telephony - Advanced Outbound Telephony - Advanced Scheduler - Depot Repair - Email Center
Accounting and finance	- Automated process - Data analytics	- General Ledger - Accounts Payable - Accounts Receivable - Fixed Assets - Provides the feature of Multi-Currency	- Accurate and timely accounting report information and decision making - Financial control and streamlined operations, includes reduced supply chain, procurement, asset operation and maintenance costs	- Multi-Dimensional Reporting Platform - Self-Service Reporting - Collaborative Close -Visualization Capabilities - Invoices and Payments -Integrated Imaging - Assets - Cash Management

Master Data Management	**-** Presentation on data (reports, diagrams, analysis etc.) - Supply chain management control - Communication/ command channel to different level of users - Project progress tracking -Data protection - Remote access (for management)	**-** Supports the creation of a BOM for manufactured parts - Supports the routing of manufactured parts - Provides the ability to obtain actual cost and standard cost along with the choice of Cost type and Cost method.	- Consolidate critical information across the enterprise. - Improve data integrity and ensure completeness - Eliminate silos of master data across all locations - Aligns organisational and operational data - Uses insights to drive business performance	-Facilitates business processes optimization, -Increases (application) ROI, -Makes ERP consolidation possible, -Facilitates the excess of data systems within the organisation, -Provides all the usable Master Data Management capabilities, -Includes all charts and hierarchies.
	3.1.3 Latest Digital Technologies			
	- **Site map designer** to allow users to create and edit site maps. - **Relationship Insights** feature tracks and records all of a given user's communication and interactions	- **Advanced planning & scheduling :** helps identify workforce, machines, tools and materials needed **- Human capital management:** Helps deliver quick delivery at a lower cost	-**Modularity**: Helps connect 98% of the functions that are linked with the financial aspects of a company. -**Efficient Documentation:** Promotes the efficient and effective storing of data	- Including technology such as **artificial intelligence (AI)** and **machine learning** - **Automation** by using enterprise performance management
Benefits for Fitter Snacker	-Provides Accelerated financial close and reporting structure where separate sales order system, the warehouse system, as well as the accounting system issue can be integrated .	-The integrated finances and supply chain management processes	-The ERP solution is tailor made for the food and beverage industry and helps real time harnessing of	-Oracle provides automatic invoice creation, scanned image import and character recognition. This avoid the problem caused when a

		help avoid the error that occurs due to the current manual order-entry system.	the data unlike the current situation where goods are carried by hand to the warehouse.	customer does not return the invoice with their payment.

3.1.4 Architecture Functionality Design Comparison

1. Microsoft

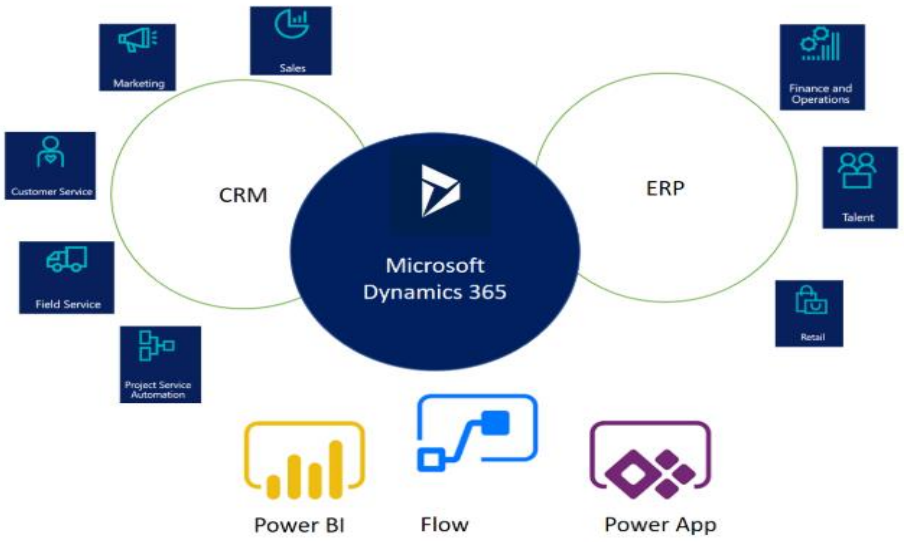


Fig1: Microsoft Dynamics 365 ERP overview.

2. Infor

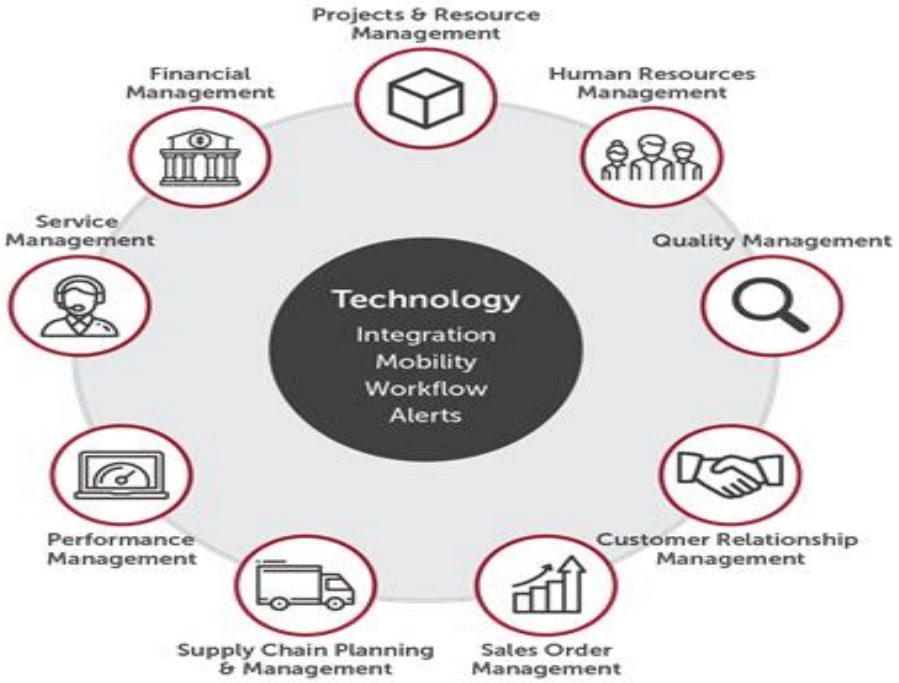


Fig 2: Infor CloudSuite Industrial ERP overview

3. IFS

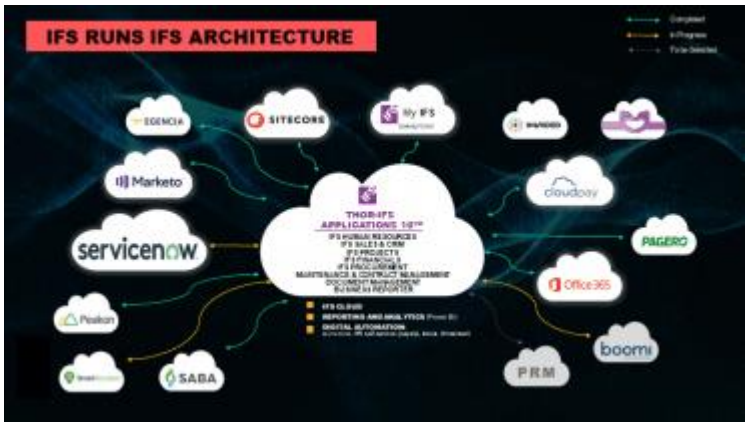


Fig 3: IFS ERP Architecture overview

4. Oracle

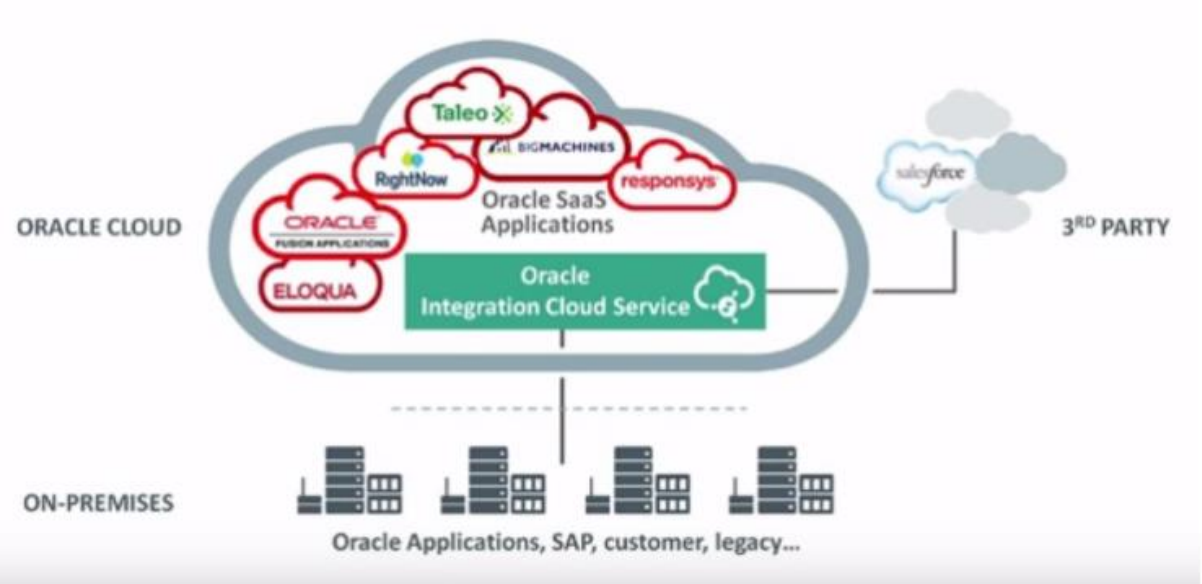


Fig 4: Oracle Cloud ERP overview

3.2 Weighted Scoring Model

Metrics used:

Criteria	**Weightage**
Budget	0.3
User Scalability	0.1
Hardware Requirements	0.2
Technology and Future Scalability	0.1
Fitter Snacker Requirements	0.3

		Requirement Score			
Criteria	Weight	Microsoft	IFS	Infor	Oracle
Budget	0.2	75	50	60	65
User Scalability	0.1	85	80	90	75
Hardware Requirements	0.2	70	70	75	65

Technology and Future Scalability	0.1	80	75	75	80
Fitter Snacker Requirements	0.3	85	75	80	80
Weighted Scores	**100**	**71**	**62**	**67.5**	**65.5**

3.3 Choice of Microsoft as ERP Vendor for Fitter Snacker

Microsoft is an ERP that believes in the balance between legacy and modern technologies by investing in traditional mode of on-site ERP offering and more highly in cloud technology. Microsoft ERP offers over 77% of the solution provided, hence avoiding the use of “Best-of-Breed” Technique. The use of a single ERP system supports, improve and automate the process manufacture operations. The use of a single ERP system helps fulfil the main purpose of using an ERP system, which is to have a single integrated system.

Digital transformation is the usage of a digital technology to create or modify a culture, business process or customer experience to meet market and business requirements. For a small-scale company, like Fitter Snacker, as the company grows a digital transformation rather than just an ERP implementation is required to create revenue streams. 53% of the total companies that prefer a digital transformation over just an ERP solution choose Microsoft.

For a small sized company like Fitter Snacker, the use of ecommerce can help track large amount of information regarding a particular customer. In-turn, the use of ecommerce helps improve customer experience. Microsoft provides the feature of integrating ecommerce functions to the back-end Accounting and inventory system.

The biggest constraints while implementing an ERP Solution are time and money. As per a study performed by the Panorama Consulting group ("2020 Clash Of The Titans: SAP Vs. Oracle Vs. Microsoft Vs. Infor", 2020), the organisations that used Microsoft ERP solutions such as Dynamics 365 spent least on their implementation. This comparison is done against the other renowned ERP solutions such as Oracle, SAP and Infor.

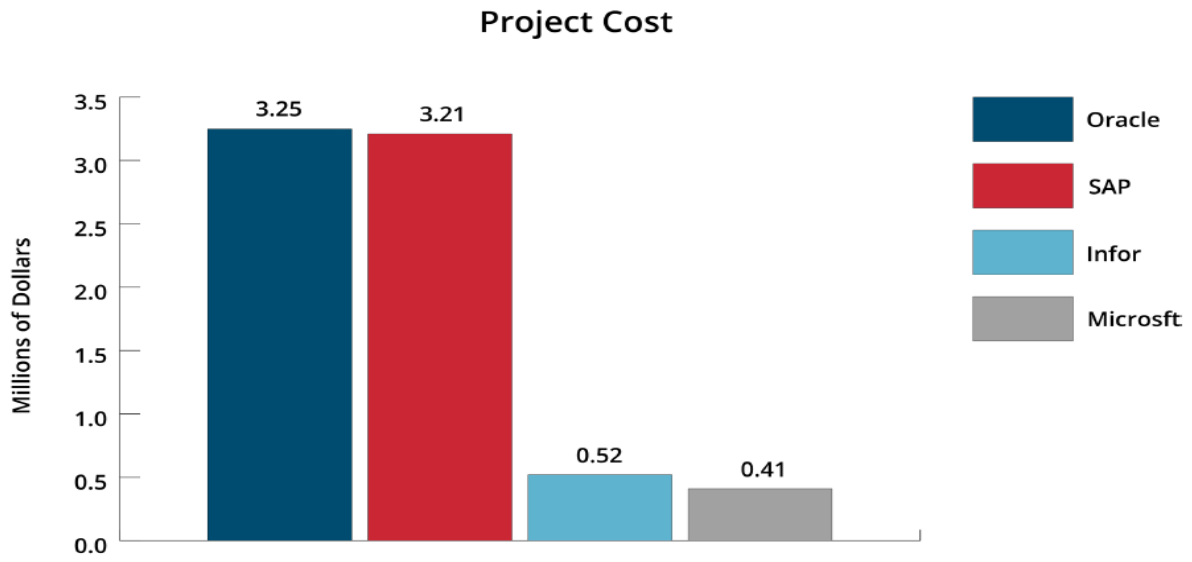


Fig 1: Project Cost Comparison between different ERP solutions("2020 Clash Of The Titans: SAP Vs. Oracle Vs. Microsoft Vs. Infor", 2020).

While comparing the time taken to execute the software, since Microsoft Dynamics 365 are trying to expand their client base, the ERP solution is pre-configured with functionalities. Hence, these functions require lesser configuration and in-turn lesser implementation time.

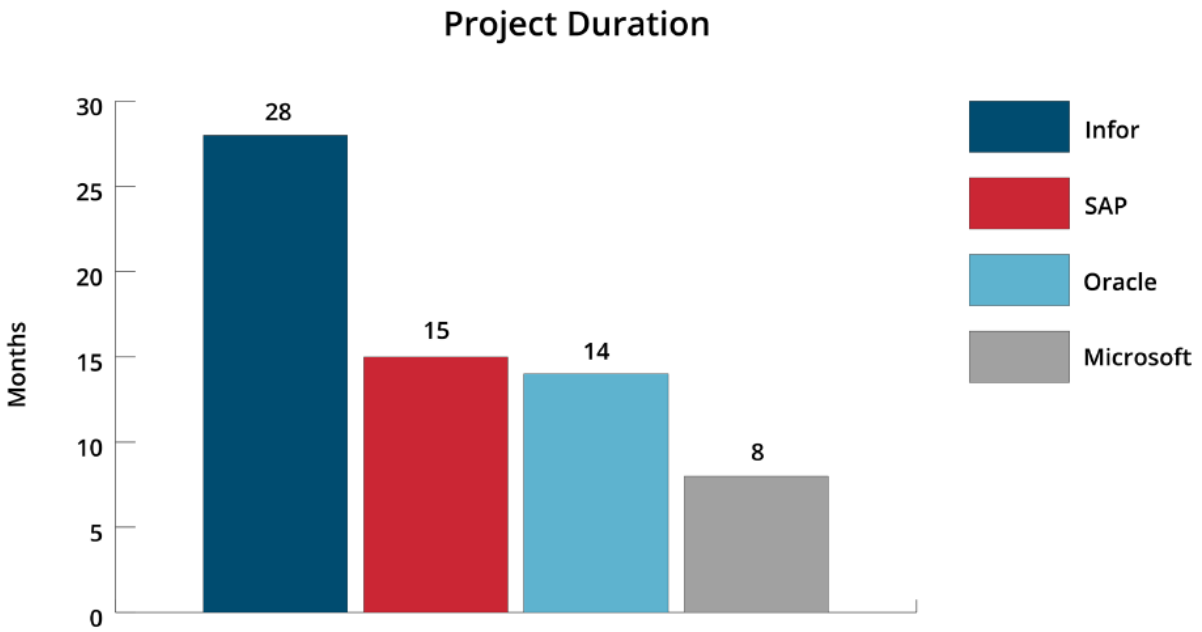


Fig: Project Time Comparison between different ERP Solutions("2020 Clash Of The Titans: SAP Vs. Oracle Vs. Microsoft Vs. Infor", 2020).

3.4 Proposed Solution to Fitter Snacker Issues by Microsoft Dynamics 365

3.4.1 Sales and Distribution

The current use of different information systems can be solved by using the sales module provided by Microsoft, this provides a unified solution and data integration through LinkedIn Sales Navigator, Dynamics 365 Sales, and Office 365.

The sales module will help the company converge on the appropriate customers, develop relationships and take required action through AI-driven guidance.

The software is suitable for use by all the customers of various computer literacy rates as it uses familiar and cohesive tools.

3.4.2 Order Filing

The physical processes that are currently performed such as transportation of shipping labels and physical inventory count can be automated by applying the Supply Chain management module of Microsoft Dynamics 365.

The shortage of stock and the overloading of goods in the warehouse are managed by machine learning techniques. Advanced Microsoft Power BI analytics manages the in-bound and pick-pack and ship transactions in the warehouse.

Predictive analytics will help enhance the product delivery planning and will also help monitor and avoid the current 5% stock count errors that occur.

3.4.3 Accounting and Invoicing

The current issues faced by the system are the delay in information received by the accounting department, manual entry of data by clerks in two systems, this in turn leading to incorrect invoices and the separate invoice being sent to the customer. All these issues occur as the organisation does not have a single information system common to all departments. Microsoft Dynamics 265 Finance module will help solve this issue by Unifying all Financial processes.

Power BI interactive data visualisation, which is embedded in the software gives a high-ranking-level view of the metrics of the organisation and provides the feature of analysing individual transactions to monitor the performance of the business.

3.4.4 Payments

The issue of incorrect invoice receipt by the customer has been solved by the Sales and the Supply Chain Management Modules. However, since most customers would like to receive the additional 2% discount, an online integrated ecommerce platform can be provided by Fitter Snacker.

This ecommerce system can help provide an end to end commerce solution that can be configured based on the company's needs.

This additional feature provides customers the additional flexibility not only to purchase, but also pay for their orders whenever, however, and where they want—on any device.

4. Expected Business Benefits

4.1 Expected Business Benefits from Implementing ERP

Implementation of new ERP will assist Fitter Snacker to produce sizable business benefits. The issues faced by the company before implementation will be resolved, leading to smooth business processes. Implementation of ERP can deliver different strategic, tactical and operational benefits (Samira Sadrzadehrafiei, 2013) to the Fitter Snacker organisation.

4.1.1 Efficient Order Management

With the help of new implemented ERP system Fitter Snacker will be able to cope with orders more efficiently and oversee inventory levels which will intern help in carrying out deliveries more efficiently. Warehouse management can be done quickly with the help of ERP. Resolve filling order errors that occur due to manual counting in the inventory. Implementing supply chain will help to regulate these processes.

4.1.2 Better Collaboration

Inconsistencies in Sales and Distribution area between the sales order system, warehouse system and accounting system will be resolved. With the support of the implemented ERP system, all the Sales data will be viewed on a single view of customers. All the stock information and accounting information is stored on the same digitised platform, which will enable frictionless and real-time data transfer. Different business units will be able to communicate with each other more efficiently that will avoid miscommunications between the cross-functional teams increasing productivity.

4.1.3 Real-time data access

As each business unit will have access to updated data business processes can be carried out with more ease. Invoicing can be made more accessible as the data for sales will be available in real-time without any discrepancies. Inconsistencies in accounting and invoicing that may occur due to delayed order and partial shipments can be avoided.

4.1.4 Customer Satisfaction

With the help of Supply chain management percentage of order processing delays and missed deliveries will be decreased significantly. Also, because of the new ERP system, customer queries can be handled more efficiently. Processing customer payments will be error-free as invoicing can be done with the implemented ERP without the manual exchange of information. These factors will, in turn, increase customer satisfaction resulting in the overall success of the organisation.

4.1.5 Improve Employee Performance

By implementing ERP, the organisation can align its goals with its employees and teams, which will in turn contribute in the success of the organisation. Fitter Snacker can give compensations and appraisals to its employees after each goal is achieved, that will motivate the employees. And ease in the business processes through ERP will also distribute the burden from the employees to the system which will help improve their performance.

4.2 Key Performance Indicators before the implementation of ERP system

4.2.1 Define KPIs

It is crucial to evaluate the performance of the organisation to determine the success of the business. To measure this performance some basis can be considered for reference; and these are known as performance indicators. Key Performance Indicators are applied to evaluate the success of a solution, activity or an organisation (A. Selmeci, 2012).

4.2.2 How to identify KPIs

With reference to ERP, it is essential, first to understand what is important to the organisation, to choose the right KPIs. To understand the critical aspects of the organisation, the selection of KPIs generally involves various activities, techniques to evaluate the present state of the organisation and its key processes. And this evaluation often surfaces potential areas of improvements, which leads to the performance enhancement projects like enhancements, restructuring and like in the case of 'Fitter Snacker' implementing new software.

KPI is a management tool that can be powerful, inexpensive and deceivingly simple that can help people focus on their activities. And using KPIs organisation can identify their objectives. Performance parameters of a goal or objective and the gap between the purpose and the present state can be measured by the KPI's (A. Selmeci, 2012).

4.2.3 Linking KPIs with benefits

For the organisation to achieve its short term and long-term goals, it should be aware of the critical factors that will help reach its goals. It is necessary to assess the impact of the new ERP solution by identifying the KPIs after the go-live date. ERP implementation will bring about many changes in the organisation, hence, it is essential to understand the benefits of it.

KPIs that Fitter Snacker can consider are as follows:

1. Improved Customer Experience
2. Increased Inventory Turnover
3. Revenue Growth
4. Real-time data
5. Delivery efficiency

KPI	**Business Benefit**
Improved Customer Experience	Customer satisfaction
Increased Inventory Turnover	Efficient order management
Revenue Growth	Customer satisfaction
	Efficient order management
	Improve employee performance
Real-time data	Real-time data access
Delivery efficiency	Customer satisfaction
	Efficient order management

5. Organisational Structure of Fitter Snacker

5.1 Organisational Structure

An ERP enterprise structure is the organisational structure that best helps define the ERP system. The organisational units, for legal or business-related purposes are grouped together. This newly formed unit are responsible for explicit business functions ("Enterprise Structure - ERP Operations - Community Wiki", 2020).

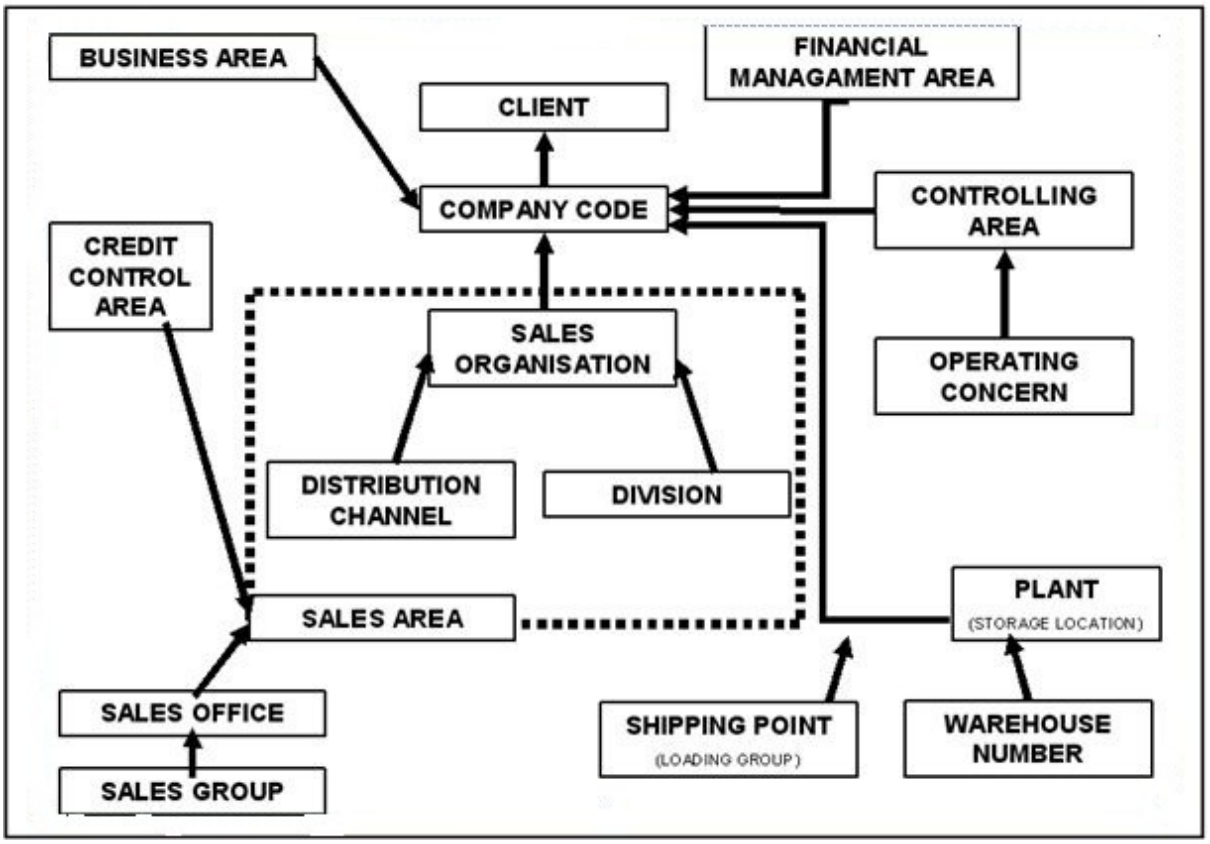


Fig 1: Relationship Between Organisational units("Enterprise Structure - ERP Operations - Community Wiki", 2020).

CLIENT: Refers to an independent, self-contained technical unit. A client has the highest position in the Enterprise Structure.

COMPANY CODE: It is the smallest organisational unit that is responsible for external accounting. It is used to structure a business organisation from the financial accounting perspective.

SALES ORGANISATION: It is the unit of the logistics that groups the company based on the requirement of its sales and distribution sector. They are responsible for the distribution of services and goods.

DISTRIBUTION CHANNEL: The distribution channel is the method through which the goods or the services reach the customer. It defines the strategies that the company takes to ensure receipt of the good/service to the end user (wholesale, retail, institutional, etc).

DIVISION: The division defines how or what materials are grouped together. Although, sales organisations and distribution channels can have multiple divisions, a material always belongs to only one division.

SALES AREA: The delivery channel through which a sales organisation sells its products from a certain division. Each sales are belongs to only a single company code.

PLANT & STORAGE LOCATION: A plant refers to the location from which materials and services are distributed. The stocks that are relevant to a particular process are stored here.

SHIPPING POINT: It is the center through which all shipping activities takes place. Any materials that leave or enter the organisation must pass through the shipping point.

WAREHOUSE: It is the location where the finished goods are stored before distribution for a sale. It is responsible for the efficient processing of goods receipt and issue.

BUSINESS AREA: The business area within a company code is responsible for the internal reporting. If multiple company codes use the same business area, it needs to have the same description common to the entire company code.

SALES OFFICE: It Is in charge of the sales and distribution within a specified geographical area. They help establish contact between the company and a customer.

SALES GROUP: A sub department of the Sales office that carries out sales and is responsible for the process internally.

SALES PERSONS: The individuals within sales group that are responsible for the communication with customers. They are the point of contact for a customer with the company.

5.2 Importance of organisational structure pre-implementation

Each organisation is structured in a different manner, to achieve their respective goals. An organisation increases its sales and other profit metrics by complementing their needs to the structure they use to work. An organisation structure can mainly be classified into three types ("Different Types of Organisational Structure", 2020):

1. Functional Structure: Through this, an organisation is split and grouped based on the purpose that they intend to achieve.
2. Divisional Structure: Usually used by larger organisations, that cover a larger geographical area that cover different products or market areas.
3. Matrix Structure: This is a hybrid of the two, this structure might lead to power struggles as they will be governed by a dual management- a functional manager and a product manager.

The Fitter Snacker Company with about, 1200 staff situated currently around Australia is divided based on its functional structure for instance warehouse, production and

manufacturing, research and development, call centre personnel, sales and distribution and HR staff etc employees.

The structural contingency theory explains how organisational effectiveness is reliant on the right organisational structure and the “contingencies”. A contingency refers to any event that is possible in the future but is not certain. This simply implies that there is no “One Size Fits All” in the selection of an ERP system for an organisation (Morton and Hu,2008).

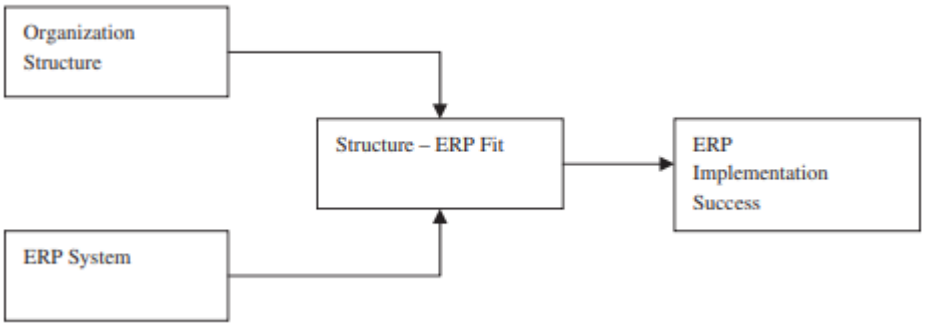


Fig2: Framework for an Organisational fit and ERP success (Morton and Hu,2008).

As suggested my Morton and Hu, Organisations whose configuration are a better suitable with the ERP system are probable to have a higher success of ERP implementation (Morton and Hu,2008). Thus for a company like Fitter Snacker, with problems in areas such as order filling, accounting and invoicing, payments, sales and marketing, we first need to identify the organisational structure which is a pre-implementation step.

5.3 As-is organisational structure of Fitter Snacker

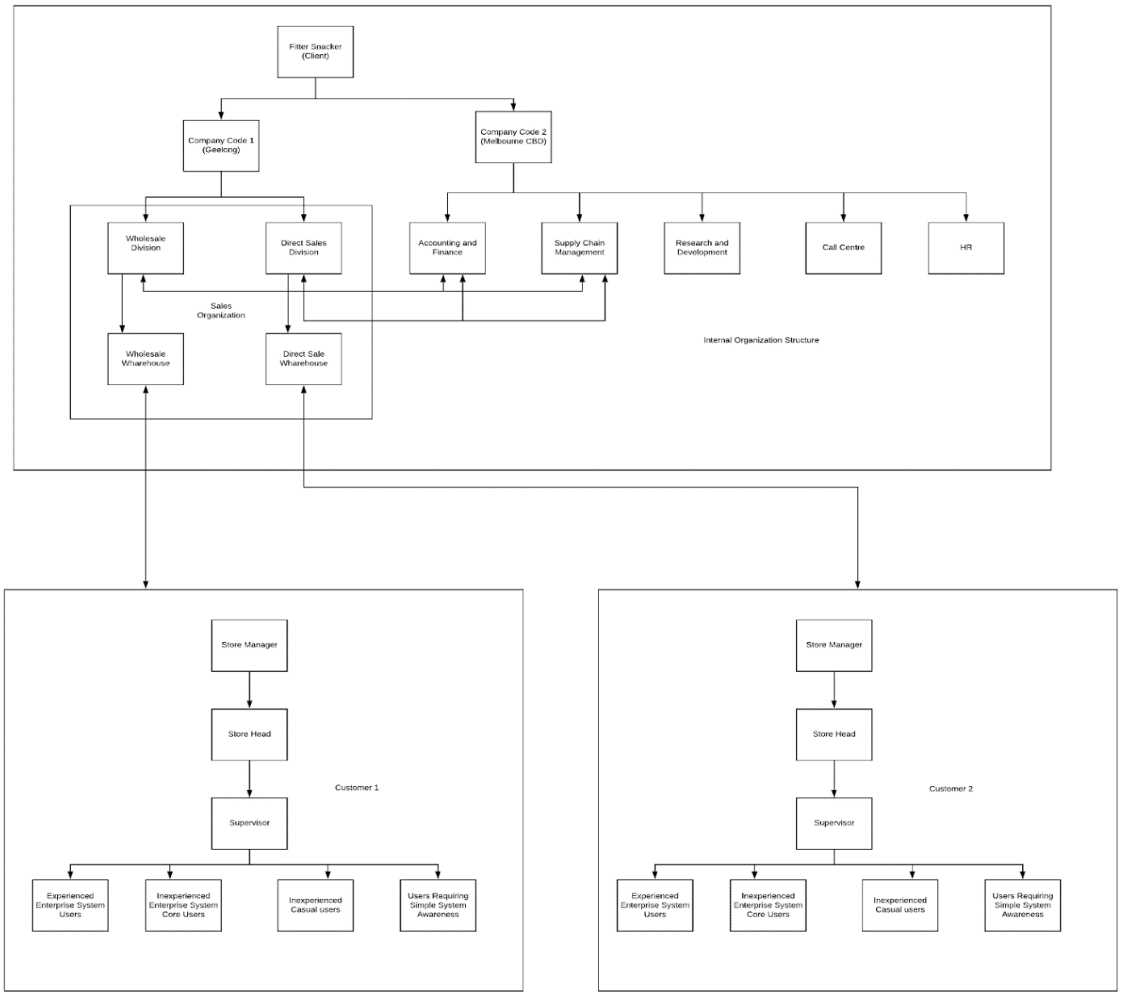


Fig3: “As-is” Organisational Structure of Fitter Snacker

The above figure depicts brief current organisational structure for Fitter Snacker. The organisation structure has been created with the following assumptions:

1. Each of the Wholesale and Direct sale divisions have their respective Warehouses.
2. The Customer Organisation structure is just a general assumption which contains individuals of four computer literacy rates:

- Experienced enterprise system users
- Inexperienced enterprise system core users
- Inexperienced casual users
- Users requiring simple system awareness.

3. Although only 2 customers are shown in the diagram, Fitter Snacker delivers goods to many more customers both in Wholesale and Directly.

6. Fitter Snacker Business Processes

Despite problems occurred since the corporation relies on the previous unintegrated information system, the business process pattern will be improved after employing the ERP system into the company.

6.1 The need to implement ERP system

6.1.1 Defect

The new system is adopted from the need of improving production efficiency and information accuracy, due to the fact that before the ERP system is employed, the whole enterprise's product chain operation system is not completely reasonable and systematic. As the company itself has been acknowledged of, manually operated method occupies a big proportion at the original system management. In contrast to ERP system, this more traditional system of integrating information requires assigned staff to synchronize data information on a regular basis. Therefore, it takes a great deal of professionalism to ensure the accuracy and punctuality of information and data, permitting low rate of fault tolerance as well.

In the present moment, information asymmetry has occurred in almost every link of the original business process. The sales order system is at the forefront, which could also be regarded as the root cause of the vicious circle of these problems, as the order generation and subsequent processing is a key step for a product manufacturing company. Due to the un-timely manual transactions and the lack of an accurate way to detect information about regular sales orders in the system, and the systems are independent from each other, the integrity of separate information of all process becomes low, causing problems like incorrect pricing, delayed processing of orders, and delayed delivery, etc. Similar problems due to information asymmetry also occur in accounting and warehouse systems. The day's order-entry data which can only be counted in the accounting system the next day caused a serious lag in the accounting, invoice management and payment processing. The manual sorting of labels in the shipment of warehouse system cannot guarantee the absolute accuracy as well.

At the moment, Fitter Snacker urgently needs to introduce a way to store, manage, process and integrate information online to replace manual integration in many aspects, so as to avoid more discrepancies and achieve timely stop loss. Thus, ERP system came into utilising.

6.1.2 Key Implementation

A sale forecasting will be integrated by the new ERP system after production and before the sale. The head office in Melbourne CBD will take in charge of the forecasting to make the initial planning via historical sale data from sale module, making strategies and set goals about profit management. This follows by the step of making production planning, including a key implementation that emphasizing more on raw materials management. The company will use ERP system to manage the materials online with a supplier-initiated management approach.

As in the original system the sale is divided into two main types: The Wholesale Division and the Direct Sales Division, both of which follow an independent operation, which will be utilized in the new system via an online tracking of orders and customers. While an order has been invoiced by customer, information automatically generated, utilizing cloud ERP system to manage all the customer activities and software.

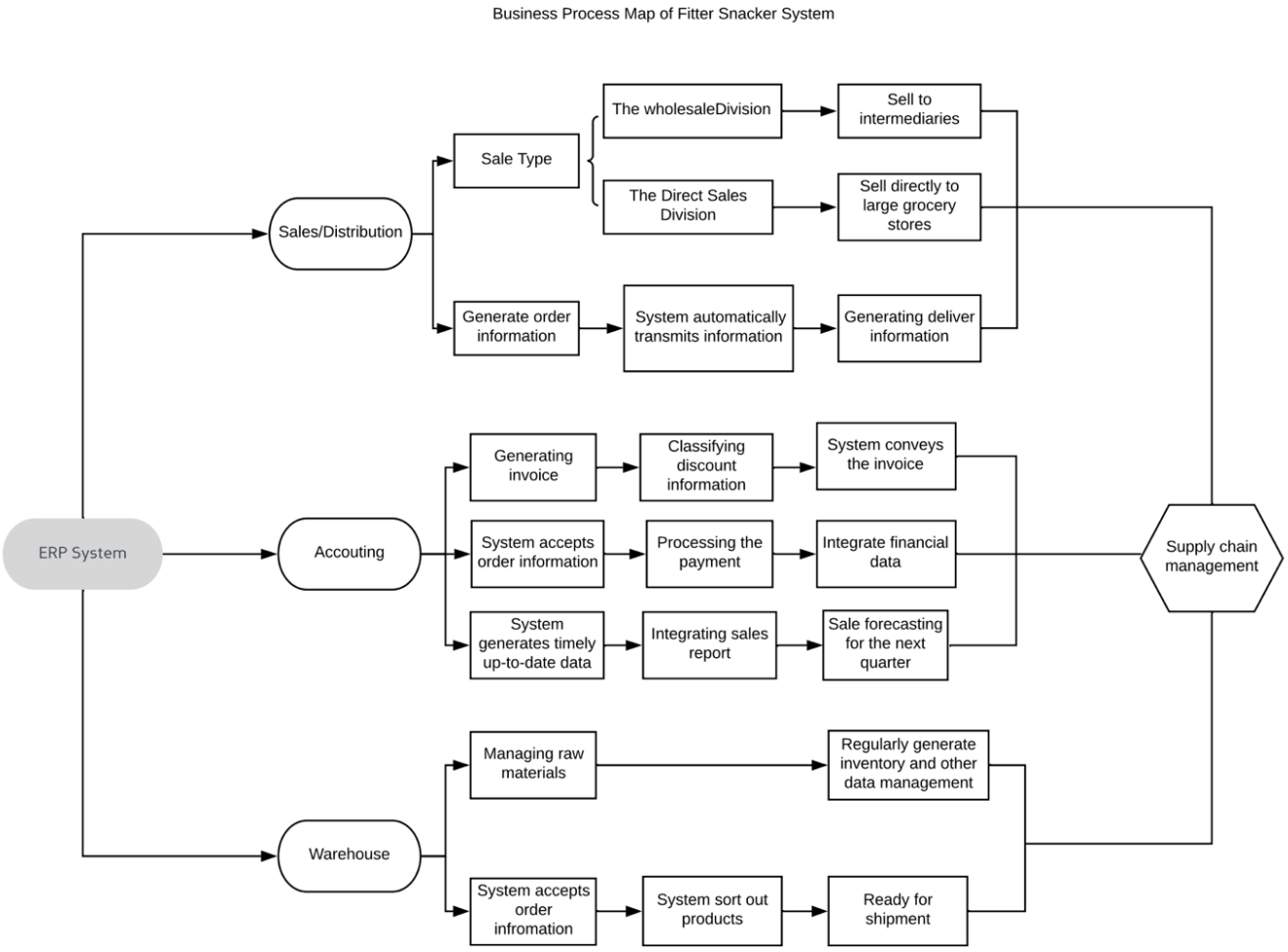
Each product profitability and cost will be further follow up via ERP system. All the tracking information does not require to be manually synchronized anymore, the system will provide reports and data automatically and timely, therefore the management department is able to use these currently updated data to analyse costs and profitability, preparing for subsequent decisions and strategies.

6.1.3 Desired Outcome

The moment ERP system is put into use in Fitter Snacker, the data information records and integration patterns will be changed on the assembly line from ordering, bookkeeping to warehouse delivery. After being put into use, the ideal result is fulfilling those needs that designed before and make improvements on both efficiency and accuracy of the whole system management. The specific desired outcomes are reflected in achieving that data of the whole system is managed consistently, real-time, and automatically. The previous system that with manual synchronization, low fault tolerance, and delayed data should be taken place.

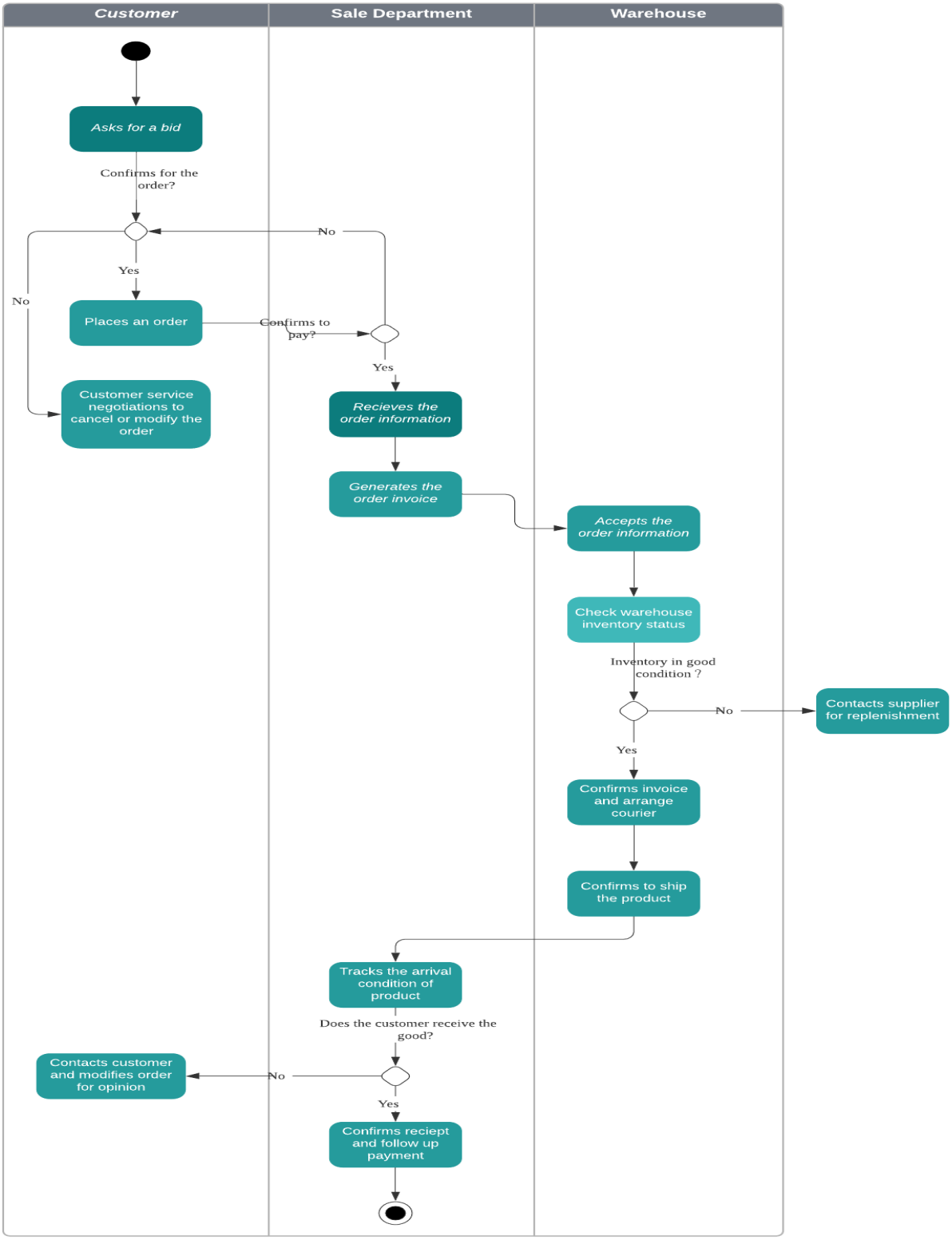
6.2 Post-implementation process map

Here below attaches a basic business process map of Fitter Snacker while implementing ERP system into use. It demonstrates a how the system works as a flow and how its divided functionalities.



6.3 Process Flow Diagram

When a customer places an order it will be processed by the sales department, warehouse and accounting department. The below diagram shows the process that from order to shipment of an order.


Customer
Sale Department
Warehouse
Asks for a bid
Confirms for the order?
No
Yes
No
Places an order
Confirms to pay?
Yes
Customer service negotiations to cancel or modify the order
Recieves the order information
Generates the order invoice
Accepts the order information
Check warehouse inventory status
Inventory in good condition ?
No
Contacts supplier for replenishment
Yes
Confirms invoice and arrange courier
Confirms to ship the product
Tracks the arrival condition of product
Does the customer receive the good?
Contacts customer and modifies order for opinion
No
Yes
Confirms reciept and follow up payment

7. New Technologies

7.1 What is SAP's business network strategy and its softwares.

SAP's business network strategy is a concept that focused on the interaction between organisations. During the last decade, SAP recognised the fact that the automation process within an organisation has now reached its maximum capacity, therefore they turned their attention to improving inter-business processes, such as the interaction with suppliers, vendors, partners as well as government (Khan, 2015). This strategy is aligned with the industrial 4.0 concept, specifically consisted with "internet of services" component. That means SAP are building their own business network and offer the following structure of services to their customers:

1. The core application and platform (HANA Computing platform).
2. The cloud services.
3. The internet-based business service components.

The ultimate target of this strategy is to build the largest business network. However, in short term, the way of constructing this great project is through SAP's acquisitions to a number of other services. And up to this moment, the following services are already available to SAP's customers:

7.1.1 SAP Ariba

SAP Ariba is a cloud-based platform that enables the buyers and suppliers to work together with each other and conduct their business. It streamlines the process of procurement and makes it cheaper by acting as a powerful tool of supply chain management with global-wide scope. This service provides the visibility to every details of the procurement, when buyers and suppliers are interacting, which is well suited to today's business environment. As the result, the business will likely to have a simpler, more efficient and innovative supply chain management process, and therefore benefit the organisation (Illapani, 2019).

This Ariba cloud-based platform was first introduced in 1996. In 2012, SAP spent 4.3 billion USD on the acquisition for this company and changed the name of this service to SAP Ariba, and now SAP Ariba is serving as a supply chain management component in SAP's business network.

7.1.2 SAP Hybris

Hybris was a provider of B2B and B2C e-commerce and product content management software before acquired by SAP in 2013. After the acquisition, the solutions were available as SAP Hybris for a time being before integrated into the master brand. Nowadays, it provides a foundation to SAP's Customer Experience portfolio, which has the following components:

- SAP Customer Data Cloud
- SAP Marketing Cloud
- SAP Commerce Cloud
- SAP Sales Cloud
- SAP Service Cloud

7.1.3 SAP Fieldglass

SAP Fieldglass is also a cloud-based platform that provides vendor management solution (VMS) to enterprises. For example, this service provides a management system to external talents.

The external talent management includes the automation of the process from sourcing and managing the suitable flexible workforce, to the salary payment. Once again, with the strong analytical ability and increased visibility, it reduces the cost and error when hiring those flexible workers while locating the high-quality workforce.

Fieldglass was acquired by SAP and joined the SAP ecosystem in 2014.

7.1.4 SAP Concur

SAP Concur is a cloud-based service provider that provides the solution related to business travel, expense and invoice management. This service was acquired by SAP in 2014 with a 8.3 billion USD purchase. By connecting with the travel suppliers, credit card companies, online travel agencies and other dealers, this service automates and simplifies the process when expenses are occurred, regardless of the time and place.

At the moment, the SAP business network strategy is still expanding, with more and more acquisitions of SaaS by SAP, a more comprehensive inter-business cloud software ecosystem is being constructed even in this moment. All of these services are being operated on the fundament of SAP S/4HANA Cloud, which means they are all linked. Therefore, it enables the maximum engagement between organisations, and simplifies the inter-business activities by a large scale compared to what these used to be.

7.2 Advantages of adoption of Business Network Strategy for Fitter Snacker

Getting back to the Fitter Snacker case. There are several significant advantages for this company if the SAP's business network strategy is adopted or partly adopted:

7.2.1 Overall improvement compared to former system

As previously identified, the current separate system is problematic and the adoption of a centralised ERP system will improve the situation, minimising the errors and time lags. And adoption of SAP cloud services is no exception. That means Fitter Snacker could achieve simplified business processes

7.2.2 More access to suppliers, vendors and partners

As SAP's business network is the largest in the world with around 1.6 million companies from 190 countries are connected, it is more likely to expend the business relationship for Fitter Snacker should the company implement with SAP. That means Fitter Snacker could achieve better potential of expansion.

7.3 Specific potential improvement from the adoption

Focused on the specific problems and requirements of Fitter Snacker, the softwares mentioned before could improve the following aspects:

7.3.1 Performance

This is very straight forward. Firstly the efficiency will likely to improve, for example, SAP Ariba will simplify the process of supply chain management, which will make the order and purchase process easier. Meanwhile, the centralised ERP system and other components will also reduce the error, hence the regular data organising activities in each department should be canceled.

Secondly, cost saving. Due to the visibility of all data generated in the different business activities, such as the supply chain management, some of the transaction cost could be avoided. Also thanks to less errors when operating in such a system, unnecessary loss could be avoided as well. Moreover, highly automated business process could also mean less employees are needed, hence, saving from labour expenses.

7.3.2 Competitive differentiation

SAP provides a strong customer relation management system as discussed on the previous section. Meanwhile, the software is also very capable of capturing and analysing the customer data. By turning the historical information, such as customer reviews on the products, will Fitter Snacker have a better understanding of customer preference. Based on that, the company can adjust the products, such as change the package style, to gain the competitive differentiation.

7.3.3 Growth in the future

As previously identified, SAP's business network strategy is a global-wide large network, therefore, by using these cloud services, Fitter Snackers are more likely to connect with a larger number of suppliers, vendors and partners, which means the potential room for expansion will increase for the company. For example, instead of buying the ingredients from Australia at the moment, international suppliers with lower cost could be sourced through SAP Ariba. With the help of all of these services, the company could also think about entering in international market, which will improve the revenue dramatically if the attempts are successful.

Moreover, as cost is likely to be lowered and efficiency is likely to be improved with SAP services, the business's capacity could be increased. This could either lead to the fact that, under same circumstance, Fitter Snacker can offer the lower price compared to their product, or produce more to meet the demand (if currently it is under supplied). Even more, with the spare capacity of operation, more types of product line could be developed, as the outcome, using the new products to attract more new customers.

7.4 Risks of adoption of business network strategy for Fitter Snacker

Apart from the potential benefits and improvement, there might also be some risks as well. Firstly, the implementation of SAP softwares may fail. This could be resulted by several reasons, such as absence of management support, reluctancy from employees, lack of experts to deliver the implementing process. There are many examples that SAP fails, such as Lidl, a German budget supermarket, they were dealing with the similar change, from in-

house legacy merchandise management system to S/4 Hana to cover over 10,000 stores and more than 140 logistic hubs.

However, they realised their target could not be achieved without spending more than they intended to. As the result, they ended up with €500 million loss and a failed attempt to S/4 Hana and in this case Fitter Snacker could face the same risk (Clark, 2019).

Secondly, even if the implementation of SAP is smoothly done and Fitter Snacker successfully adopts the business network strategy, there could be other issues. For example, as previously identified, once Fitter Snacker embraces the strategy, the company could experience a rapid growth. However, is the company ready for such a rapid growth? Some typical problems with growing too fast may include:

- Customer dissatisfaction— number of complaints rises as more customers are buying the product
- Diminishing of profits —the demand exceeds the production capacity, in order to meet the demand, more costs are generated, such as paying staffs for overtime, which will eventually lead to the loss of profit rate.
- Employees dissatisfaction— as the business grows too fast and employees may not be able to keep up with the pace, they will likely get frustrated and therefore decrease the overall production efficiency.

7.5 Conclusion and Recommendation

SAP's business strategy has constructed one of world's biggest network of business cloud services. The adoption of SAP's business tactic will most likely generate more opportunities and competitive advantages for businesses that are looking for further expansion up to globe-wide. With the strong foundation of SAP's technology, these services are relatively reliable and powerful.

However, is SAP's business strategy really complied with Fitter Snacker's current requirements? Maybe it is not.

For example, based on the specification given by Fitter Snacker, there is no evidence to suggest that they are looking for international expansion, in fact, one of the requirement from them is to source raw materials from within Australia. That means currently connecting to worldwide suppliers is very insignificant, therefore, SAP Ariba might not be superior than other supply chain management cloud services. Moreover, considering the current structure and size of this business, potential rapid growth brought by SAP could negatively impact on the business, resulting unwanted outcomes. There are no evidence could indicate that the company is ready to these challenges.

In conclusion, despite the facts that SAP's business network is strong and Fitter Snacker could harvest some benefits from potential adoption of this strategy, it is still not recommended given the knowledge and understanding of this company's requirement. As other parts of this report indicated, there are plenty of other options, with lower costs and better suitability. However,

should Fitter Snacker alter their strategies and requirements, SAP's business network is still an alternative to consider.

8. Overall Summary

Fitter Snacker wants to employ a new ERP system to regulate the functionalities of their organisation. The primary requirement revolves around logistics, mobile technology and supply chain management. Carefully scrutiny of the business requirements helped the team to identify the best suitable vendor for the organisation. Microsoft Dynamics 365 was selected as the ERP solution to be implemented for the Fitter Snacker organisation with the help of the Weighted Scoring Model that would fulfill all the requirements. This ERP system will help Fitter Snacker to regulate its business and gain a single system to solve all its problems. ERP system was chosen as a solution keeping in mind the Expected Business Benefits. The implemented solution will help the organisation to have a consolidated system that will help keep track of all business processes. And the Key Performance Indicators will help the company to check how the organisation is achieving internally as well as externally. The Organisational Structure helps to understand the flow of the activities that take place in the organisation. This gives a good insight into the structure of the organisation before implementing the ERP solution. The Fitter Snacker Business Processes are explained to give an idea about how the business process will be simplified, regulated and made error-free after the implementation of the ERP solution. Understanding how each business unit communicates and exchanges information with each other. New Technologies integrated into SAP are researched and documented which tells that Microsoft Dynamics is still a better option for Fitter Snacker given the company requirements.

In conclusion, with various key factors, it is explained how implementation of new ERP solution will help Fitter Snacker to make its place stronger in the market and how, Microsoft Dynamics 365 as an ERP solution will help Fitter Snacker regulate its business.

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10. Appendix

10.1 Team Project Plan

Team Number	Project Team Members					
208	Roshan Zachariah (RZ) Shruti Jadhav (SJ) Juemeng Li (JL) Weiyi Wang (WW)					
Task Number	**Description**	**Resources**	**Duration (days)**	**Start Date**	**End Date**	**Comments**
1.0	**Preparation of project**					
1.1	Standardise the communication within the group	RZ, SJ, JL, WW	1	4/4/20	4/4/20	Already done
1.2	Distribution of tasks	RZ, SJ, JL, WW	1	4/4/20	4/4/20	Already done
1.3	Understand the case/requirement	RZ, SJ, JL, WW	Subject to individual plan	/	11/4/20	This will be done individually. But by the time of 2nd meeting on 11/4/20, everybody should be on the same page.
1.4	Complete the vendor and software selection	RZ, SJ, JL, WW	Subject to individual plan	/	11/4/20	Each individual will do their own research first, then collaborative comparison and selection will be

						taken place via google drive. By the time of 2nd meeting, four vendors and their software will be compared, and one of them will be selected for in-depth evaluation.
2.0	**Project in process**					
2.1	Research on Expected Business Benefits	SJ	7	12/4/20	18/4/20	Each part will be carried out individually. In accordance to the final report structure, a draft version of each topic should be created by the time of 3rd meeting on 18/4/2020.
2.2	Design a complete 'as-is' organisational structure for the case	RZ	7	12/4/20	18/4/20	
2.3	Design post-implementation business processes for the case	JM	7	12/4/20	18/4/20	
2.4	Research on new technologies related to the case	WW	7	12/4/20	18/4/20	
3.0	**Report writing stage**					
3.1	Introduction	WW	Subject to indivi	/	25/4/20	Each part is assigned to one group member, while others

			dual plan			make contribution by giving feedbacks.
3.2	Project Background	JL	Subject to individual plan	/	25/4/20	These two parts could be started as early as task 1.0 is completed but subject to individual plans. However, discussion will be taken place during 4th meeting on 25/4/20 when the context should be finalised.
3.3	Vendor and software selection	RZ	Subject to individual plan	/	25/4/20	Outcome and draft from task 1.4 will be finalised into contexts and tables. This part could be started as early as task 1.4 is completed.
3.4	Main body of the report	RZ, SJ, JL, WW	7	19/4/20	25/4/20	Finalise contexts from the draft versions of task 2.0.
3.5	Overall summary	SJ	7	19/4/20	25/4/20	Overall conclusion, this should also be discussed and finalised in the 4th meeting on 25/4/20

4.0	**Final check**					
4.1	Reference	RZ, SJ, JL, WW	7	26/4/20	2/5/20	Each group member should validate references in associated to their assigned sections.
4.2	Table of contents	RZ, SJ, JL, WW	7	26/4/20	2/5/20	Table of content shall be created by the time of final meeting via google drive.
4.3	Layout check and proofread	SJ	7	26/4/20	2/5/20	Make sure the report is fully in accordance to the submission standard, such as cover page, font, etc. The co-edited doc on google drive should be download to an individual device in order to complete this check.
4.4	Submission	WW	/	/	3/5/20	
x	**Other tasks**					
x.1	Managing the group daily contact	RZ	During the whole project	/	/	A WhatsApp group is created for daily communication and instant feedbacks.
x.2	Document sharing	RZ				A google drive is created to share document and co-editing.
x.3	Online meeting arrangement	WW				A weekly online ZOOM meeting will be held every Saturday.

10.2 Agenda and Minutes of Meeting

10.2.1 Meeting 1

Agenda:

Team Name / Number: Team 208

Team Leader: Weiyi Wang

Meeting Time (Date and time): 15:00, 4/4/2020

Meeting Location: Online via Zoom

Invited: Roshan Zachariah, Shruti Jadhav, Juemeng Li

Apologies:/

Items**:**

1. Deciding the method of communication
2. Division of individual components and other specific tasks
3. Determination of the target before next meeting

Minutes:

Meeting No:
1
Meeting date: 4/04/2020

Location: Online via Zoom

Attending: Roshan Zachariah, Shruti Jadhav, Juemeng Li, Weiyi Wang

Apologies: /

Meeting start time: 15:00

Matters arising from Previous minutes: YES NO√

Issue raised from previous minutes	Discussion	Outcome (Resolved?)

Confirmation of minutes from last meeting: YES NO

Outcome of meeting:

Issue	Discussion in brief	Outcome	Action: Name and Timeline
Deciding the method of communication	The whole team agree that communicating via email is inefficient, so points were raised to standardise the way this team collaborate.	1. Regular Zoom meeting scheduled 2. WhatsApp group for daily updates. 3. Shared drive via Google to collaboratively editing documents	Roshan-- to create WhatsApp group and shared drive (after this meeting) Weiyi-- to organise Zoom Meeting (weekly)
Division of individual components and other specific tasks		1. Point 4-7 are assigned to each individual. 2. Other parts are also distributed to different individuals. 3. Everyone will work in their own pace and make updates to google drive. And the discussion of those progress will be taken place in every weekly meeting.	
Determination of the target before next meeting	The group agree that selection of software is the first step of this project	Everyone will pick one or two software and then the group will pick four to compare and eventually lead to one to evaluate in depth in this project.	Every group member – select 1-2 software and upload the name(s) to the shared drive

Actions in brief:

Meeting closed at: 15:30

Next Meeting time, date and location: 11/4/2020

10.2.2 Meeting 2

Agenda:

Team Name / Number: Team 208

Team Leader: Weiyi Wang

Meeting Time (Date and time): 15:00, 4/11/2020

Meeting Location: Online via Zoom

Invited: Roshan Zachariah, Shruti Jadhav, Juemeng Li

Apologies:/

Items**:**

1. Discuss the case study.
2. Complete the vendor and software selection (everyone should bring 1-2 vendor and software to the meeting, and the meeting is aimed to narrow the selection to final four for comparison. Allow 2-3 days to select final one, however should the final selection is made on this meeting, everyone could move to their individual part quicker)

Minutes:

Meeting No: 2 Meeting date: 11/4/2020

Location: Online via Zoom

Attending: Shruti Jadhav, Weiyi Wang, Juemeng Li

Apologies: Roshan Zachariah - Absent from work

Meeting start time: 3:00 pm

Matters arising from Previous minutes: YES NO√

Issue raised from previous minutes	Discussion	Outcome (Resolved?)

Confirmation of minutes from last meeting: YES √ NO

Meeting No.1 – 4/4/2020 confirmed

Outcome of meeting:

Issue	Discussion in brief	Outcome	Action: Name and Timeline
Confirming team members' understanding of the case	Each member simply expresses his or her view of their individual components, to ensure no one is behind	The members are clear about the whole case and individual components responsibility	
Discussing about the vendor and software selection based on the link provided	The team make choice around five vendors and their software: Oracle, Microsoft, Infor, IFS, and Sage, briefly discuss and select four for comparison	1. The research work from three of vendors and software are assigned to three team members present 2. One of the members will inform Roshan and get his selection about this part	
Deciding a final vendor to be compared with the four others chosen		Each member will go through to evaluate the vendor he or she chooses more specifically, a final decision of the vendor for in-depth evaluation will be made at the next meeting	All members – 2 to 3 days
Developing targets before next meeting	Look through the ERP software evaluation table, get acknowledged of details information that requires to be evaluated	Each member will focus on both their individual components and the details of vendor and software evaluation, which will	All members Due 14/4/2020

		be discussed at the next meeting	

Actions in brief:

Meeting closed at: 3:30 pm
Next Meeting time, date and location: 14/4/2020

10.2.3 Meeting 3

Agenda:

Team Name / Number: Team 208

Team Leader: Weiyi Wang

Meeting Time (Date and time): 15:00, 4/18/2020

Meeting Location: Online via Zoom

Invited: Roshan Zachariah, Shruti Jadhav, Juemeng Li

Apologies:/

Items:

1. Based on the vendor of choice (Microsoft dynamic), individual components will be discussed.
2. Report on progress of each component (considering the difference of individual timetable and pace, should everyone at least talk about their general idea if he/she hasn't start)
3. Potential adjustment to project plan

Minutes:

Meeting No: 3

Meeting date: 18/04/2020

Location: Online via Zoom

Attending: Roshan Zachariah, Juemeng Li, Weiyi Wang

Apologies: Shruti Jadhav

Meeting start time: 15:00

Matters arising from Previous minutes: YES NO√

Issue raised from previous minutes	Discussion	Outcome (Resolved?)

Confirmation of minutes from last meeting: YES N

Outcome of meeting:

Issue	Discussion in brief	Outcome	Action: Name and Timeline
Discussion of individual component		Everybody is clear what the individual component should comply with the vendor that the group selected, Microsoft dynamic 365	
Discussion on the individual progress of assigned components	Each member presented their idea about the individual component that they are going to work with.	1. Not everybody is on the same page at the moment. 2. Shruti did not join the meeting so her progress is unknown	1. The team agreed that individual component should be finished by next meeting 2. Roshan will inform Shruti about the outcome of this meeting so that she's not left behind.
Discussion on potential adjustment on the project plan	The group has compared the progress with the project plan and realised some part could be changed a little.	1. The new deadline for completing the individual component will be the day next meeting. 2. The final check and report writing stages will be complete	

		within the last week of this project.	

Actions in brief:

Meeting closed at: 15:30

Next Meeting time, date and location: 15:00, 25/4/2020, ZOOM

10.2.4 Meeting 4

Agenda:

Team Name / Number: Team 208

Team Leader: Weiyi Wang

Meeting Time (Date and time): 15:00, 4/25/2020

Meeting Location: Online via Zoom

Invited: Roshan Zachariah, Shruti Jadhav, Juemeng Li

Apologies:/

Items:

1. Individual progress report

Minutes:

Meeting No:
4
Meeting date: 25/04/2020

Location: Online via Zoom

Attending: Roshan Zachariah, Shruti Jadhav, Weiyi Wang

Apologies: Juemeng Li

Meeting start time: 15:00

Matters arising from Previous minutes: YES NO√

Issue raised from previous minutes	Discussion	Outcome (Resolved?)

Confirmation of minutes from last meeting: YES NO

Outcome of meeting:

Issue	Discussion in brief	Outcome	Action: Name and Timeline
Individual progress report	Everybody reported on their progress on the individual component and assigned group components.	1. Due to the fact that Juemeng's laptop is out of function, some adjustments to the progress timeline should be made. 2. Members should finish the writing part and upload the document to the drive by next Friday, so the one who's in charge of proofreading will have enough time to complete the task and submit it on time 3. Due to the difference individual timetable, the team decided everyone should work in their own pace before next Friday	1. The team will assist the laptop issue with Juemeng by picking up some of her assigned work if necessary, this will be depending on her progress in the next few days. 2. An informal voice conference will be held in next Wednesday to see if there is any problem.

Actions in brief:

Meeting closed at: 15:30

Next Meeting time, date and location: 17:00, 2/5/2020, ZOOM

10.2.5 Meeting 5

Agenda:

Team Name / Number: Team 208

Team Leader: Weiyi Wang

Meeting Time (Date and time): 17:00, 5/2/2020

Meeting Location: Online via Zoom

Invited: Roshan Zachariah, Shruti Jadhav, Juemeng Li

Apologies:/

Items:

1. Individual progress report
2. Going through the whole project report as a team before submission

Minutes:

Meeting No:
5

Meeting date: 2/05/2020

Location: Online via Zoom

Attending: Roshan Zachariah, Shruti Jadhav, Juemeng Li, Weiyi Wang

Apologies:

Meeting start time: 17:00

Matters arising from Previous minutes: YES NO√

Issue raised from previous minutes	Discussion	Outcome (Resolved?)

Confirmation of minutes from last meeting: YES NO

Outcome of meeting:

Issue	Discussion in brief	Outcome	Action: Name and Timeline
Individual progress report	Everybody reported on their progress on the individual	1. Most of the part has been done and uploaded to the drive	

	component and assigned group components.	2. Shruti has already started to organise the file for submission 3. Roshan and Juemeng's parts are still partially unfinished and those two will upload the contents to the drive by tonight.	
Going through the project plan as a team	Based on what we have so far, the team went through the project together.	1. Some spelling inconsistencies were identified between different individual's writing due to the spelling standards are different 2. An executive summary is required in the end of writing	1. Shruti will check the consistency problem during the proofreading process, making sure the integrity of this report. 2. Weiyi will complete the executive summary by tonight 3. The whole team will also upload the subsidiary paperwork (individual timesheet)

Actions in brief:

Meeting closed at: 17:30

Next Meeting time, date and location: 17:00, 2/5/2020, ZOOM

10.3 Individual Timesheets

10.3.1 Weiyi Wang

Team member's Name: Weiyi Wang

Project Team Number: 208
Project team leader: Weiyi Wang

Team Supervisor: Monoar Hossain

Date	**Task Description – Describe what activity you have been working on.**	**Actual Hours Spent**	**Running Total**
5/4/2020	Reading the case study	1hrs	1hrs
6/4/2020	Reading the part 3 vendor selection requirement	0.5hrs	1.5hrs
6/4/2020	Vendor information research	2hrs	3.5hrs
7/4/2020	Vendor information gathering and summarising	1hrs	4.5hrs
12/4/2020	Meeting document organising	1hrs	5.5hrs
14/4/2020	Research on individual components (the new technology)	2hrs	7.5hrs
15/4/2020	Research on individual components (the new technology)	1hrs	8.5hrs
17/4/2020	Summarising and outlining the content for individual writing	2hrs	10.5hrs
19/4/2020	Meeting document organising	1hrs	11.5hrs
22/4/2020	Individual component writing	2hrs	13.5hrs
23/4/2020	Individual component writing	1hrs	14.5hrs
24/4/2020	Individual component writing	2hrs	16.5hrs
27/4/2020	Meeting document organising	1hrs	17.5hrs
30/4/2020	Introduction writing	2hrs	19.5hrs
1/5/2020	Individual component and introduction final check	2hrs	21.5hrs
2/5/2020	Executive summary writing	1.5hrs	23hrs

10.3.2 Juemeng Li

Team member's Name: Juemeng Li

Project Team Number: 208
Project team leader: Weiyi Wang_

Team Supervisor: Monoar Hossain

Date	**Task Description – Describe what activity you have been working on.**	**Actual Hours Spent**	**Running Total**
6 April 2020	Briefly going through the whole case, figure out the basic structure.	1 hour	1 hour
8 April 2020	Reading in detail of the 6 component which is assigned to my individual part earlier.	0.5 hour	1.5 hour
8 April 2020	Making some researches ahead to get better acknowledged to ERP system.	2 hours	3.5 hours
10 April 2020	Searching vendors and their software online and select one of them to investigate more.	1.5 hours	5 hours
13 April 2020	Reading in detail of the whole case description, sorting out a basic business flow.	2 hours	7 hours
13 April 2020	Making analysis on the vendor and software selected, providing an analysis template to evaluate.	2.5 hours	9.5 hours
15 April 2020	Following the understandings made earlier and brainstorming about a draft version about individual components.	2 hours	11.5 hours
16 April 2020	Continuing working on the draft structing on the individual component.	2 hours	13.5 hours
22 April 2020	Drawing up a rough flowchart via lucid chart and visualizing the drawing.	2.5 hours	15.5 hours
28 April 2020	Modifying the draft and start writing, optimizing the drawing.	2 hours	17.5 hours
29 April 2020	Continuing working on the writing of individual components.	2 hours	19.5 hours

30 April 2020	Reviewing the lecture via capture, figuring out problems that met during studying the case, then summarizing.	3 hours	22.5 hours
1 April 2020	Finishing the whole writing and drawing of individual components, checking, uploading and summarizing.	2 hours	24.5 hours

10.3.3 Roshan Zachariah

Team member's Name: Roshan Zachariah

Project Team Number: Team 208
Project team leader: Weiyi Wang

Team Supervisor: Monoar Hossain

Date	**Task Description – Describe what activity you have been working on.**	**Actual Hours Spent**	**Running Total**
4/4/2020	Team meeting : Distribution of Tasks in the assignment between members	1hr	1hr
5/4/2020	Background Study: Understanding of the product description and current drawbacks	2hr	3hr
7/4/2020	Vendor Selection: Research and analysis of Infor ERP solution and its comparison	2hr	5hr
11/4/2020	Team meeting : Distribution of vendors research completed and selection of Microsoft as vendor	1hr	6hr
12/4/2020	Background Study: Understanding the organization structure from an ERP perspective.	2hr	8hr
14/4/2020	Understanding the importance of an organization structure and its effects on the comapnys success	2hr	10hr
15/4/2020	Outlining the current organization structure of Fitter Snacker	1.5hr	11.5hr
19/4/2020	Team meeting : Distribution of current status of the individual component	1hr	12.5hr

20/4/2020	Report Writing of the Individual Component: The ‘as-is’ organization structure	3hr	15.5hr
21/4/2020	Report writing of the Group Component: Comparison table	3hr	18.5hr
22/4/2020	Report writing of the Group Component(Cont.): Why Microsoft is the best fit for Fitter Snacker	2hr	20.5hr
27/4/2020	Team meeting: Distribution of current status of the report writing. And reminder of TimeSheet update	1hr	21.5hr
28/4/2020	Proof read of the group and individual components	2hr	23.5hr
30/4/2020	Proof read of complete report as a whole.	1hr	24.5hr

10.4.4 Shruti Jadhav

Team member’s Name: Shruti Jadhav

Project Team Number: Team 208
Project team leader: Weiyi Wang

Team Supervisor: Monoar Hossain

Date	**Task Description – Describe what activity you have been working on.**	**Actual Hours Spent**	**Running Total**
4/4/2020	Team meeting : Distribution of Tasks in the assignment between members	1hr	1hr
5/4/2020	Understanding the case study	1hrs	2hrs
8/4/2020	Vendor Selection: Research and analysis of Infor ERP solution and its comparison	2hrs	4hrs
11/4/2020	Team Meeting Selection one vendor and researching it for next meeting	1.5hrs	5.5hrs
13/4/2020	Understanding Fitter Snacker in detail and its requirements.	2hrs	7.5hrs

14/4/2020	Research KPIs for individual component	2hrs	9.5hrs
15/4/2020	Defining KPIs	1hr	10.5hrs
19/4/2020	Team meeting Distribution of current status of the individual component	1hr	11.5hrs
21/4/2020	Starting with the report	2hrs	13.5hr
22/4/2020	Understanding benefits of ERP	2hrs	15.5hrs
23/4/2020	Linking benefits and KPIs	2hrs	17.5hrs
27/4/2020	Team meeting Distribution of current status of the report writing. And reminder of TimeSheet update	1hrs	18.5hrs
28/4/2020	Proof read the individual component	1hr	19.5hrs
30/4/2020	Additions to the individual component	1hr	20.5hrs
02/5/2020	Start combining the individual components in report	1hr	21.5hrs
03/5/2020	Write Summary Organise the whole report with all individual and group components and submit.	3hrs	24.5hrs